

## **South Boston Neighborhood Development Corporation**

### **COMMUNITY INVESTMENT PLAN**

**Up-dated January 31, 2017**

#### Introduction

The South Boston Community Investment Plan (CIP) 2017 continues South Boston NDC's 30 year core mission to increase the supply of affordable housing in the neighborhood. The plan also expands on other mission goals to address neighborhood challenges such as substance abuse, economic development, and quality of life issues affecting resident health and the livability of the South Boston neighborhood.

Since 1983, SBNDC has developed over 200 units of affordable housing and revitalized vacant and blighted properties in South Boston. Most of the housing development that has been completed by South Boston NDC was built before 2002. In recent years, rapidly increasing real estate costs have made it extremely challenging to develop new affordable housing in our dense urban neighborhood. Our latest development, Patriot Homes for Veterans, was successful, in part, because CITC leveraged important financial contributions that supported staffing during pre-development and construction.

Market-rate real estate development in South Boston is changing the neighborhood in complex and lasting ways. New development has resulted in a growing income disparity between wealthier newcomers and low income, long-term residents, contributing to the social problems exacerbated by social isolation. Housing demands are projected to continue to increase in South Boston, as well as the surrounding neighborhoods, resulting in the continued displacement of low and moderate income residents. As a result, low income residents are increasing isolated in the three public housing developments in South Boston.

In addition to the challenges of the housing market, South Boston faces social challenges, in particular, addiction and its related problems. South Boston faces severe issues surrounding heroin, opioid, and alcohol addiction, with overdose mortality rates well above the average for the City of Boston. South Boston also has the second highest suicide rate in Boston, at 9.7 deaths per 100,000, compared to 5.2 deaths per 100,000 for all of Boston<sup>1</sup>.

The South Boston Waterfront has emerged as a major economic generator in the city, increasing employment opportunities in the hospitality industry, financial, legal, and biotech areas. The development of the Waterfront is also generating Inclusionary Zoning and linkage funds that have become available to support South Boston NDC's affordable housing developments. South Boston NDC a part of a strong neighborhood network of service providers and is committed to continuing to partner with other organizations to address the needs of residents and take advantage of the opportunities that the development of the neighborhood brings. The Community Investment Tax Credit is a unique and valuable tool to leverage the resources required to address community needs.

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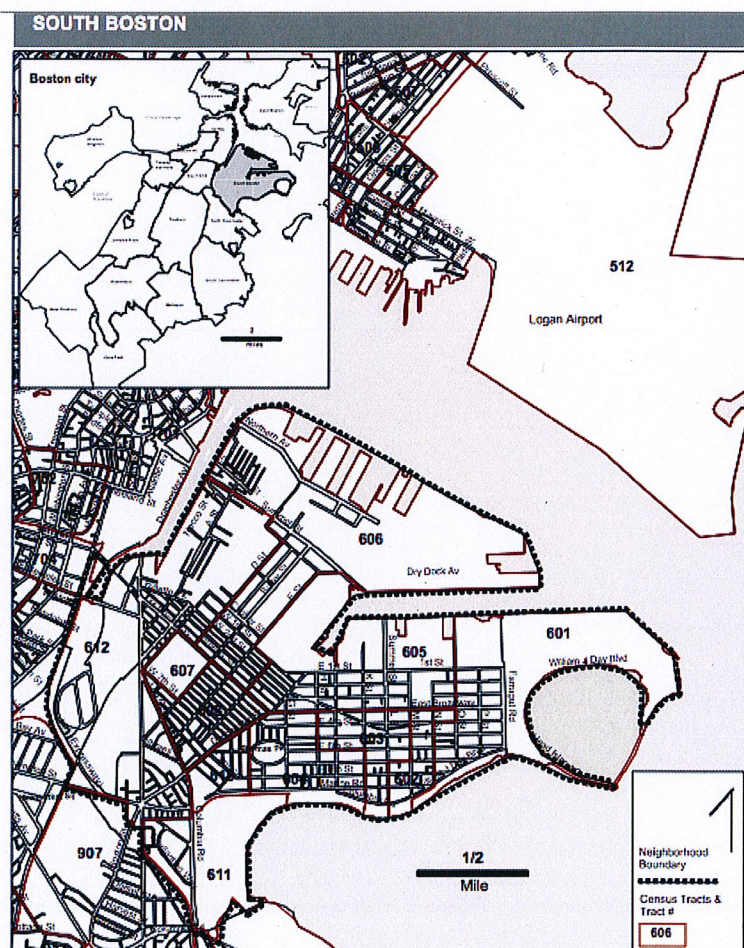
<sup>1</sup> Boston Public Health Commission "Health of South Boston" Town Meeting, Nov. 14, 2011

## Section 1: Community or Constituency(ies) to be Served by the Organization

### The Plan Area

South Boston is a peninsula surrounded by Boston Harbor and bordered by the South End and Dorchester to the west. The neighborhood is well-served by public transit, including buses, the MBTA Red Line and the Silver Line. It is also located near Interstates 90 and 93 and Logan Airport.

South Boston NDC's service area is defined as the Fourth Suffolk State Representative district. This is primarily made up of Census Tracts 601-612. Most of SBNDC's work has been focused on the residential neighborhood of South Boston, but the total service area includes Fort Point and the South Boston Waterfront, as well as eastern portions of Dorchester.



### A Comparative Overview of South Boston and Boston, 2010:

	South Boston	Boston
Land Area (in sq. miles)	3.1	47.6
Population	33,688	617,594
Race – White	78.8%	47.0%
-- Black	4.7%	22.4%
-- Hispanic	9.9%	17.5%
-- Asian	4.8%	8.9%
Age – Under 5	4.4%	5.2%
-- 5 through 19	10.6%	16.7%
-- 20 through 24	9.3%	14.3%
-- 25 through 64	65.9%	53.7%
-- 65 and above	9.8%	10.1%
Median Household Income	\$63,747	\$52,433
Unemployment Rate*	5.6%	7.9%
Poverty Status*	17.8%	15.0%

Source: DND South Boston Data Profile, BRA Research Division Analysis, 2010 Census, and \*American Community Survey 2006-2010

South Boston NDC's constituency has typically been made up of low to moderate income populations, characterized by 60 to 80% AMI, and primarily in the St. Vincent's neighborhood.

A Comparative Overview of Low to Moderate Income Census Tracts and South Boston:

	Census Tracts 605-611: St. Vincent's Neighborhood	Census Tracts 601-612: South Boston
Population	17,435	33,432
Race -- White	64.2%	79.2%
-- Black	10.2%	5.8%
-- Hispanic	15.6%	8.8%
-- Asian	8.3%	5.1%
Age -- Under 5	5.2%	4.3%
-- 5 through 19	17.4%	12.2%
-- 20 through 24	9.7%	9.5%
-- 25 through 64	59.9%	64.7%
-- 65 and above	11.2%	12.9%
Median Household Income	\$52,327	\$61,039
Unemployment Rate	10.5%	9.2%
Poverty Rate	28.6%	20.0%

Source: American Community Survey 2007-2011

### Mission

South Boston NDC's primary mission includes the following goals and actions:

- Creation, preservation, and management of safe and decent affordable housing for low and moderate-income residents of South Boston
- Housing counseling to persons seeking affordable housing in South Boston
- Partnerships with South Boston human services providers to coordinate the provision of affordable housing and services for special needs populations, including but not limited to: veterans, the elderly, single parent households, the homeless, and handicapped, substance abusers
- Provision of greater economic, education and housing opportunities in South Boston
- Public improvements and investments in South Boston
- Fostering of an environment free of prejudice and discrimination in South Boston so that all residents may attain peaceful and safe enjoyment of their homes and neighborhoods
- Partnerships with South Boston businesses and financial institutions to facilitate the creation of affordable housing and job opportunities for South Boston residents.

## ----- **Section 2: Involvement of Community Residents and Stakeholders**

### *I. Development of the Community Investment Plan*

A broad range of residents and stakeholders were involved in the original SBND CIP and have continued to be involved in the implementation and up-date of the Community Investment Plan in the following manner:

**1. South Boston NDC Board and membership:** The SBND C board is comprised of 12 local residents and stakeholders, including low income tenants of SBND C and representatives of non

profits serving low income residents. Through their professional expertise and personal experiences, board members represent the following constituencies: low and moderate income households, people in recovery from addiction, single parents, immigrants, the homeless, English language learners, students, and youth. Board members meet monthly and also play an active role in the community, serving on other boards and attending community meetings. For example, members of the board serve on City of Boston community advisory groups that are established to review large scale real estate developments and to make changes to the Zoning Code. (See Section III for an updated list of board members and their affiliations.) In this way, residents and stakeholders have been engaged in the development of the plan through monthly SBND board meetings. *In 2017, the board will add a representative of Patriot Homes to the SBND board of directors. Board members have discussed the Community Investment Plan and approved it at the board meeting on February 7, 2017. (See Section IV for documentation.)*

## **2. South Boston Association of Non Profits (SBANP)**

South Boston NDC is an active member of the South Boston Association of Non Profits. SBANP has a membership of approximately 50 South Boston non profit organizations, including social service agencies, the community health center, substance abuse treatment programs, adult education, churches and youth programs. At bi-monthly meetings, representatives of organizations meet to discuss current neighborhood issues and plan responses to neighborhood need such as affordable housing, substance abuse treatment and trauma response.

*SBANP provides an opportunity for staff of all the non profit organizations to collaborate on a regular basis and to be familiar with each other's programs. The South Boston NDC Executive Director served on the SBANP Board for five years and is currently the Treasurer of the SBANP board. She also chairs the Grant Committee of the organization. In addition, three of the SBND board members are also members of the South Boston Association of Non Profits.*

*In 2016, the South Boston Association of Non Profits amended its by-laws to improve its relevance to its members and the community. South Boston NDC's Executive Director and 2 board members were instrumental in making the changes to SBANP. The president of the SBND board is now also the Clerk of the SB Association of Non Profits. This up-dated Community Investment Plan has been prepared in response to recurring issues discussed at the SBANP meetings.*

**3. South Boston Collaborative Advisory Network (SBCAN):** South Boston NDC advised SBCAN, a member of the Boston Alliance for Community Health, on conducting a community Quality of Life Survey in 2013. The survey results provided SBND board with information on the concerns of neighborhood residents, and many of these concerns are addressed in the original CIP, including housing, medical care, crime, economic development, substance abuse, and the physical environment of the neighborhood. This survey had 211 respondents and was instrumental in refining the South Boston CIP. According to the survey:

- Residents identified “affordable housing,” “healthy behaviors and lifestyles,” “access to healthy food,” a “clean environment,” “good jobs and a healthy economy,” and “parks and recreation” among the three most important factors in defining a healthy community, all of which SBND board addresses through various programs outlined in the CIP.



- Over 50% of the residents surveyed indicated that “alcohol abuse/addiction” was one of the most important health issues in South Boston today, and close to 75% indicated similarly for “drug abuse/addiction/overdose.” ***The CIP includes an initiative that would support substance abusers in recovery through supportive housing.***
- Residents also indicated that “asthma,” “respiratory/lung disease,” “diabetes,” “heart disease and stroke,” “high blood pressure,” “hunger/malnutrition,” “obesity,” “poor diet/inactivity,” “environment (air quality, traffic, noise, etc.),” and “housing” as among the three most important health issues in South Boston today. ***These health issues are being addressed through several asset building activities outlined in the CIP, including the South Boston Farmers Market and the Southie Trees program.***
- Over 20% of surveyed residents stated they were not satisfied with their housing situation. Over 50% of those who indicated that they were not satisfied with their housing situation cited the reason as “too expensive.” ***SBNDC is addressing this issue with the affordable housing objectives that include new housing development: 206 West and O’Connor Way, as well as SBNDC’s advocacy for affordable housing to be included in the Boston Planning and Development Agency Dorchester Ave Planning Study.***

#### **4. Outreach done by LISC AmeriCorps member:**

South Boston NDC’s 2013-2014 LISC AmeriCorps member met with range of community leaders and residents in South Boston for the purpose of developing partnerships, engaging community members, gathering input, and including stakeholders in the development of the CIP. ***With CITC fundraising proceeds, she was hired full-time, but left for another position in 2016. In 2017, SBNDC will hire staff to conduct similar outreach and up-date the data.***

## **II. Implementation And Monitoring**

Residents and stakeholders have been and will be involved in the implementation and monitoring of the South Boston NDC Community Investment Plan in the following manner:

**1. South Boston NDC Board and membership:** The SBNDC board and membership will continue to be involved in the implementation of the plan through monthly board meetings and the SBNDC Annual membership meeting. At the annual meeting, approximately 30-40 members of SBNDC meet to review the organization’s progress, ask questions and make suggestions. Rather than being a fundraising event, the SBNDC annual meeting is an opportunity for member engagement. Members re-elect the board at this meeting.

***SBNDC board members and the executive director continue to be actively involved in community planning initiatives, such as the BPDA Dorchester Avenue Planning Initiative, completed by the City of Boston in 2016.***

**2. South Boston Association of Non Profits (SBANP):** SBANP provides a platform for SBNDC to reach a broad range of residents, as SBANP members provide a comprehensive representation of and connection to low and moderate income community members. SBNDC’s involvement in SBANP will continue to guide the implementation of the plan. ***As stated above, SBNDC staff and board members continue to play a governance role in the SBANP.***

### **3. Community Engagement Activities:**

**Southie Trees/South Boston Farmers Market:** South Boston NDC has found that community members are most likely to be engaged when they are involved in a particular task that improves

the neighborhood. In the future, SBNDC will formally incorporate the monitoring of CIP activities into community engagement activities through the use of brief questionnaires about community needs.

***The Southie Trees program has incorporated the management of 2 community gardens, formerly managed by South Boston Grows. SBNDC plans to continue to support the expansion of the programming and increase the funding sources for community gardening. Youth volunteers from the South Boston Community Health Center's Youth Ambassador program work in the gardens, donating the food to food pantries and low income neighbors. SBNDC will encourage community residents and stakeholders to will continue to drive the programs that contribute to the betterment of the neighborhood.***

***The South Boston Farmers Market: SBNDC began managing the weekly market, June through October. Hundreds of residents visit the market each week, providing an opportunity to survey resident needs. Starting in 2017, the market manager will utilize a survey to assist in implementation of the CIP.***

**4. SBNDC Website and Social Media:** With CITC funding support, SBNDC redesigned the organization's website in 2014 to facilitate better communication with neighborhood residents and stakeholders. The new web-site provides a platform to effectively disseminate information about SBNDC and the progress of initiatives outlined in the Community Investment Plan. In addition, to the website, SBNDC uses Facebook and an email newsletter to engage our constituents and collect feedback about our programs. These tools have created a way for constituents to learn about SBNDC, monitor the progress of the CIP, and evaluate CIP programs and activities.

**7. Community Meetings:** All of the physical development activities in the CIP have involved and will continue to involve public meetings and comment periods. SBNDC will coordinate community meetings that are open to the public as part of all property purchases and development activities. During the planning and development of affordable housing projects, SBNDC regularly meets with abutters, elected officials, and neighborhood association members, including the St. Vincent's Lower End Neighborhood Association, Cityside Neighborhood Association, Andrew Square Civic Association, and the Mary Ellen McCormack Task Force. ***SBNDC has had over 12 community meetings since 2014 regarding the approvals for 2 new housing developments, 206 West and O'Connor Way. Both projects have received zoning approval from the ZBA.***

**8. Follow Up Outreach, meetings, surveys, focus groups:** South Boston NDC has employed several informal outreach strategies in order to engage residents and stakeholders in monitoring CIP activities. SBNDC will continue to work with the South Boston Collaborative Area Network, the South Boston Association of Non Profits, and SBNDC's own membership to gather information from stakeholders about the progress of the CIP. ***Due to staffing shortages, the evaluation process has not yet included focus groups and surveys of community residents or questionnaires, however, we plan to replace the CIP coordinator position that is currently vacant so that we can better monitor CIP activities in the future. With a board and staff that live in the community, successful zoning board approval of our 2 most recent housing development projects, and regular input from our colleagues at other non profit agencies, we***

*are confident that we are addressing important community needs in the implementation of SBNDC's CIP.*

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### **Section 3: Plan Goals**

**I. Increase the supply of affordable housing, including supportive housing for those recovering from substance abuse. *No change since original CIP***

- Benefit for low and moderate income households: Low and moderate income households will benefit from increased affordable housing because they will be less rent-burdened and will not face displacement from their homes. Improved access to treatment and a stable housing situation will facilitate recovery for low and moderate income addicts.
- Benefit for the entire community: The neighborhood will benefit from the redevelopment and occupation of blighted sites. Increased substance abuse treatment through supportive housing will also benefit family members and all residents by reducing crime and family stress. In addition, an increase in the supply of affordable housing will help maintain the neighborhood's economic diversity and prevent the income disparity from increasing.

**II. Focus on economic development through small business assistance and a workforce development program. *Small business assistance is now the major economic development focus.***

- Benefit for low and moderate income households: A small business assistance program will increase employment opportunities in the neighborhood. The workforce development program will assist young people and those with obstacles to employment in accessing jobs. These obstacles include: lack of education, substance abuse history, criminal records, and insufficient skills.
- Benefit for the entire community: The entire community benefits when its members are employed and able to care for themselves and their families. An economically healthier business district will improve the quality of life for all residents.

**III. Asset Building: Improve the quality of life for residents of South Boston by addressing environmental and behavioral issues by creating green space and providing greater access to fresh produce and nutrition information. *No Change since original CIP***

- Benefit for low and moderate income households: Increasing the urban tree canopy and green spaces and vegetable gardens will impact health issues such as asthma and obesity that disproportionately affect low and moderate income people. The gardening programs and farmers market provide healthy food and nutrition information for the low and moderate income people and employ local youth.

- Benefit for the entire community: Providing more green space, access to fresh produce and nutrition education in urban neighborhoods has many environmental, social, health, and economic benefits that improve the quality of life for all residents.

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**Section 4: Activities to be Undertaken**

**I. Affordable Housing Activities**

**1. Pre-Development Work:**

Activity: Many activities must be completed before development, such as planning, research and identification of potential sites, funding analysis, and community organizing and outreach. *An assessment of potential sites for development was completed in July 2014. Three potential opportunities were identified: 206 West Broadway, a city-owned vacant parcel, 5 O'Connor Way, a BHA vacant parcel and the SBND C property, 16 Wendeller Street. Community education and outreach about the benefits of affordable housing continue at community meetings, through our web-site and through participation in City planning initiatives such as the Dorchester Avenue Planning Initiative. We have succeeded in building support for affordable housing in a neighborhood that was very hostile to it in the past. Successes include the zoning approval of two new projects: 206 West, 16 units of workforce housing and O'Connor Way, 46 units of affordable housing for seniors.*

Expected Impact: The identification of potential sites, planning, and funding analysis have been crucial activities in the process of initiating purchases and new construction of affordable housing. Additional affordable housing will reduce the financial burden and potential of displacement for low and moderate income households. *Community organizing work has improved relationships with neighborhood residents and facilitated the development of affordable housing. Advocacy resulted in the inclusion of an affordable housing goal in the Dorchester Avenue Planning Initiative of 6% of units for extremely low income households.*

**2. Rental Preservation and Development:**

Activity: South Boston NDC will continue its strategy to identify and acquire private and public parcels suitable for development, as well as occupied rental properties in the community. It will continue planning for new construction on properties it currently owns.

Expected Impact: Affordable housing development and preservation will prevent displacement of low and moderate income households. *In 2016, SBND C completed construction of Patriot Homes, 24 affordable apartments for Veterans. Lease up is nearly complete. Several of the units are occupied by local Veterans and their families, and 7 of the units are occupied by homeless Veterans. The project involved the rehabilitation of a vacant and blighted police station building and has demonstrated that affordable housing can greatly improve the neighborhood.*

**3. Supportive Housing for Substance Abuse Treatment:**

Activity: *After consulting with community residents and staff of other non profits, SBND C is actively pursuing the development of housing with supportive services for women in recovery. This endeavor will involve partnerships with service providers and SBND C staff time for planning, research and community outreach efforts. The South Boston NDC board has*



*convened a working group of professionals in the field of substance abuse treatment to assist in the planning of this development.*

***Expected Impact:*** *This project will expand available services and housing in South Boston in order to address pervasive substance abuse issues and a lack of services for women.*

#### **4. Housing Counseling:**

***Activity:*** South Boston NDC will seek to increase the level of housing counseling it provides.

***Expected Impact:*** Providing housing counseling will combat displacement by educating tenants of their rights and advising clients on affordable housing opportunities. It will also provide a formal way for SBNDNC to document information about demand for affordable housing in South Boston. ***On-going, more staffing needed.***

## ***II. Economic Development Activities***

### **1. Workforce Development Pilot Program:**

***Activity:*** SBNDNC will work with service providers and employers to develop a pilot program that will facilitate job opportunities for low income residents and those with obstacles to employment by connecting with employers on the South Boston Waterfront. SBNDNC will build on its contacts with social service providers and employers in the hospitality industry to address the neighborhood employment needs.

***Expected Impact:*** This program will decrease unemployment in South Boston by facilitating access to job skills training and employment opportunities. It will connect residents of South Boston who have obstacles to employment with job opportunities on the Waterfront. ***On hold due to staffing and funding constraints and the need for additional data to identify the needs of residents.***

### **2. Small Business Assistance:**

***Activity:*** SBNDNC will continue supporting members of the South Boston Chamber of Commerce by acting as a fiscal agent and providing administrative assistance and office space. SBNDNC has expanded its staffing of the Chamber of Commerce, assisting in member outreach, and event planning for the South Boston Street Festival, Christmas Shopping Stroll and Tree Lighting and Spring Shopping Stroll.

***Expected Impact:*** This assistance supports small businesses in South Boston, which is improving the economic vitality of the neighborhood and increasing job opportunities. By providing these services, SBNDNC has and will continue to strengthen its relationship with small businesses. ***SBNDNC will focus on small business assistance and has received a grant from Eastern Bank, through CITC fundraising, to support its small business assistance programming. SBNDNC is currently consulting with members of the South Boston Chamber of Commerce to implement programming for small businesses.***

## ***III. Asset Building/Quality of Life Activities***

### **1. Tree Planting:**

***Activity:*** *South Boston NDC will continue to expand the environmental education and tree planting programming of Southie Trees, as well as the care of at-risk heritage trees in the community. SBNDNC continues to advocate for City tree plantings and has planted 12 new trees since 2014. In 2016, SBNDNC also received a state grant to provide for an arborist to*

*assess and care for 22 elm trees that were planted on East Broadway in the late 1800's. We will continue to monitor the health of these historic trees and seek additional funding for their care.*

Expected Impact: Increasing the number of trees in urban neighborhoods creates many benefits, including a decrease in respiratory illness through pollution filtering, quieter streets due to leaves and branches muffling sound, cooler summers as a result of shade and transpiration, and an aesthetically appealing neighborhood environment which can increase social capital and reduce crime. All of these impacts contribute toward making South Boston a healthier, more livable neighborhood.

## **2. Community Gardens:**

Activity: *In the original CIP, South Boston NDC planned to continue to support the expansion of the programming of South Boston Grows. This program closed in 2015, and South Boston NDC has staffed 2 community gardens to continue this mission to increase the availability of fresh produce to low income households.*

Expected Impact: *The gardens managed by South Boston NDC provide fresh, local, organic, healthy food to low income residents of South Boston. The gardens provide a vehicle for the education and community engagement of youth, who learn job readiness skills, gardening, and nutrition information.*

## **3. South Boston Farmers Market:**

Activity: *The Farmers market was not included in the original CIP. In 2015, South Boston NDC took over the management of the South Boston Farmers Market from the South Boston Community Health Center, its founder. In order to keep the market functioning and continue its mission to provide healthy fruits and vegetable to low income residents , SBNDC raised funds through CITC generated donations and other grants to hire a market manager. The manager staffs the market and conducts outreach to low income households about the City's Bounty Bucks program and the Farmers Market. Bounty Bucks provides matching money to SNAP/EBT recipients for the purchase of fresh produce at farmers markets. The manager also provides nutrition information at the market, coordinates special events and entertainment, and secures sponsor partnerships to provide health information .*

Expected Impact: *Improved nutritional opportunities in the neighborhood . Without the Farmers Market and the Bounty Bucks program, low income residents would have few opportunities to obtain locally grown produce.*

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## **Section 5: How Success will be Measured and/or Evaluated**

### ***I. Evaluation Process***

In the original CIP, South Boston NDC planned to employ several outreach and research strategies to measure the impact of CIP activities and to evaluate the success of the CIP, including: community organizing for new housing developments, focus groups with key constituents, surveys of community residents, questionnaires to be completed by any program participants, and interviews with staff of partner agencies and research using census and other data.

*In 2016, SBNDC's CIP staff person left the organization for another position, and we have not yet hired a replacement to do some of the evaluation activities planned. However, SBNDC has held over a dozen community meetings regarding our new housing developments. Also, in light of the strong ties that the board and staff have in the community and with the South Boston Association of Non Profits, as well as the successful completion of the Patriot Homes Veterans Housing, we believe that the success of the Community Investment Plan is clear. However, we do plan to hire additional staff to research and document the impacts of CITC and to survey residents at the Farmers Market in the summer of 2017 and at the Street Festival this fall.*

## **II. Participants**

*The evaluation of the CIP has involved a range of participant stakeholders. SBNDC engaged dozens of community members and constituents through community meetings over the past three years. SBNDC engages its board and membership through board meetings, subcommittees, and annual meetings. SBNDC will continue collaboration and open communication with the staff of partner organizations, including South Boston Collaborative Advisory Network, South Boston Association of Non Profits, Gavin Foundation, Notre Dame Education Center, Julie's Family Learning Program, and South Boston Community Health Center.*

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## **Section 6: Collaborative Efforts to Support Implementation**

### **I. Affordable Housing Collaborations**

**Gavin Foundation:** SBNDC currently leases a residential building to Gavin Foundation, a substance abuse treatment center located in South Boston, for use as supportive housing for their adult male clients. *SBNDC will expand this collaboration – neighborhood service providers have identified a need for treatment and supportive housing in South Boston, especially for women in recovery. SBNDC board members are convening an advisory group to assist in planning of supportive housing for women on a property owned by SBNDC near Andrew Square.*

**Julie's Family Learning Program (JFLP):** JFLP serves low income mothers and young children, providing Montessori child care, job readiness and life skills training. Many of their clients are in substance abuse recovery and need affordable housing. JFLP is committed to working with SBNDC to advocate and provide technical assistance for the development of supportive housing for women. *Current SBNDC board president Robert Monahan is the Director of JFLP and is leading efforts to convene experts in the treatment field to assist in planning for supportive housing for women.*

**Caritas Communities:** SBNDC partnered with Caritas Communities as co-developer for Patriot Homes. This partnership has enabled SBNDC to take on a financially complex development utilizing Caritas's expertise in veterans housing and their staffing capacity for pre-development, project management and construction management. *SBNDC is partnering with Caritas on future development projects, including 206 West Broadway and O'Connor Way Senior Housing.*

## **II. Economic Development Collaborations**

**Notre Dame Education Center (NDEC):** NDEC provides education services to adults including English language classes, high school diploma programs, and literacy programs. They have informal job development resources for clients which they are trying to expand, and would welcome a partnership with SBNDNC in order to connect job-seekers with employers on the South Boston Waterfront. *This partnership is on hold at this time as we focus on small business assistance.*

**Employers on the Waterfront:** SBNDNC had hoped to develop a network of partnerships with businesses in the hospitality industry on the South Boston Waterfront in order to support the proposed workforce development program. *After consulting with other non profits about the need for this type of neighborhood based program, and recognizing that SBNDNC lacked staffing, the board has decided to postpone this programming indefinitely.*

**The South Boston Chamber of Commerce:** *SBNDNC currently provides administrative resources, including staffing, meeting space and internet access, is the fiscal agent for the South Boston Chamber of Commerce, which represents small businesses, primarily those located in the Broadway retail business district of the neighborhood. SBNDNC has increased its staffing support to the Chamber, assisting in outreach and community special events, such as the South Boston Street Festival, Christmas Stroll and Spring Stroll.*

## **III. Asset Building/Quality of Life Collaborations**

**South Boston Grows:** *SBNDNC partnered with South Boston Grows for several years to develop and manage community vegetable gardens in South Boston. Since SB Grows closed in 2015, SBNDNC has continued to staff the community garden programs. The gardens are maintained by a college intern, local teens and by volunteers during the growing season. The teen gardeners are paid through the MLK Scholars program through an additional partnership with the South Boston Community Health Center.*

## **IV. Other Collaborations**

**South Boston Association of Non Profits (SBANP):** SBANP is the key to almost all of SBNDNC's collaborations in South Boston. Collaboration among South Boston's extensive network of non profit organizations has been on-going for several years through the SBANP. South Boston NDC will continue to report to and receive feedback from the members of SBANP to implement the CIP.

**Fourth Presbyterian Church:** The pastor of Fourth Church served as the president of the SBNDNC board for several years, and continues to be an active board member. The church is extensively involved in social justice issues, including affordable housing and youth employment, and is a strong advocate of SBNDNC programs and projects. *Fourth Church has played an important role in organizing support for several of the initiatives outlined in the Community Investment Plan, such as the affordable housing developments, 206 West and O'Connor Way.*

***City of Boston: SBND has a 30 year history of working closely with City departments, such as the City Council, Department of Neighborhood Development, and Boston Redevelopment Authority, (now BPDA), to acquire and develop city-owned land for affordable housing and community development projects. Our recently completed project, Patriot Homes – Affordable Apartments for Veterans, received significant City financial support and is located in a former city police station. This project also received state funding through DHCD.***

***In addition to past funding commitments for community gardens and affordable housing, SBND has received funding commitments from the City for the 206 West and O'Connor Way developments described above. The City of Boston has also approved zoning variances for these projects. SBND will continue to work with the City to implement the CIP.***

**Commonwealth of Massachusetts and other agencies**

***SBND received substantial funding from the State for the Patriot Homes project, including LIHTC, HIF and AHTF. The project also received Brownfields and Tax Exempt Bond financing from MassDevelopment. The O'Connor Way project has been approved for LIHTC and has a reservation of funds from MassDevelopment. The 206 West Broadway project has received funding for environmental testing from MassDevelopment.***

***The Southie Trees program received a matching grant from Mass DCR for the preservation of heritage elm trees.***

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**Section 7: Integration of Activities/Consistency with Community Strategy and Vision**

The activities in the CIP address the organization's stated goals and community-wide issues in South Boston, such as substance abuse and increasing displacement and income disparity, that greatly impact low and moderate income populations, but have implications for the community as a whole. The affordable housing activities address the income disparity in South Boston by reducing displacement of low and moderate income households. The economic development activities provide employment opportunities for those low and moderate income residents. The quality of life activities address asset building by targeting health issues such as asthma and obesity that disproportionately affect low and moderate income populations<sup>2</sup>.

There are dozens of government and other plans for the South Boston community. South Boston has been the epicenter of development in the city for the last 15 years. SBND has ensured that its CIP aligns with the community visions indicated by other major plans for the area, some of which are explained below:

- **The Boston Public Health Commission's Mobilizing for Action Through Planning and Partnerships (MAPP)** is funded and supported by the Boston Alliance for Community Health (BACH), and aims to improve the performance of local public health systems through a strategic planning process that engages community members. SBND is a member of the South Boston BACH coalition. SBND addresses several public health issues in the CIP.

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<sup>2</sup> DATA SOURCE: Boston Behavioral Risk Factor Survey, 2010, Boston Behavioral Risk Factor Surveillance System (BBRFSS), Boston Public Health Commission

<sup>2</sup> DATA ANALYSIS: Boston Public Health Commission Research and Evaluation Office

- **The City of Boston's Open Space Plan** takes into account the relationship between the built environment and green space, and **Grow Boston Greener** has a mission to plant 100,000 new trees in Boston by 2020. Southie Trees supports these goals through programs that increase awareness about environmental health, educate residents about climate change, engage community members in environmental projects and initiatives, and increase the green space, open space, and tree cover that contribute to the reduction of greenhouse gas emissions and mitigation of public health issues.
- **The City of Boston's Plan to End Homelessness: Leading the Way** involves five core strategies: prevention, emergency shelter, housing placement services, new housing production, and sustainable permanent housing. SBNDP supports sustainable permanent housing through its partnerships with service providers and will continue to assist community members looking for affordable housing. SBNDP's commitment to providing supportive housing for substance abusers in recovery aligns with the national 'housing first' movement.
- **The City of Boston's Housing Blueprint: Housing Boston 2020** addresses challenges such as reduced federal funding for the production of low-income housing, increased demand for units, and rising prices that are squeezing out the middle class. City government has prioritized affordable housing development on city-owned land and has provided strong funding support for affordable housing, including SBNDP's Patriot Homes development, as well as 206 West and O'Connor Way.
- **The Seaport Public Realm Plan and South Boston Waterfront Municipal Harbor Plan (MHP)** These plans provide a framework for the emerging seaport district to create economic opportunities and enhance public access to the waterfront. The Seaport Realm Plan outlines the type of changes that herald the gentrification occurring in South Boston today.
- ***Plan Dot Ave/Dorchester Avenue Planning Initiative, Boston Planning and Development Agency 2016 : SBNDP staff and board were extensively involved in this planning process to transform the area between Andrew Square and Broadway Station, from industrial uses to a new residential neighborhood. SBNDP, in partnership with other non profits, successfully advocated for the inclusion of low income housing into the plan for this area.***

## ----- Section 8:     **Financing Strategy**

South Boston NDC has utilized CITC funds to support all of the activities in the Community Investment Plan. CITC fundraising provided critical predevelopment funds to support the affordable housing goals of the organization as we completed Patriot Homes and successfully received City of Boston approval for the development and financing of 206 West and O'Connor Way.

***South Boston NDC has extensive experience leveraging multiple private, state, federal and city sources to develop affordable housing, as demonstrated by the development of over 200 units of housing. Both new projects, 206 West and O'Connor Way, involve the use of public land for affordable housing development, and both have received commitments from the City of***



***Boston for Inclusionary Development Policy (IDP) Funding totaling more than \$7 million. The O'Connor Way senior housing development has been approved by the state for LIHTC funding. These projects will also include private financing. They are expected to begin construction in 2017 and 2018.***

***CITC funds contribute to staffing expenses used to assist the South Boston Chamber of Commerce and for the Southie Trees program and the South Boston Farmers Market. These programs receive additional foundation grant funding from the South Boston Community Development Foundation and the state Department of Conservation and Recreation.***

South Boston NDC will finance the implementation of the CIP activities as follows:

### ***I. Affordable Housing Activities***

**1. Pre-Development Work:** SBNDNC will use its reserves and new funds leveraged by the CITC to fund pre-development, as it has done in past and current projects. Once projects close and begin construction, these expenses are reimbursed from the project budget, and the funds can be used for the next project. SBNDNC has partnered with organizations such as Caritas Communities and with private developers to leverage resources to conduct planning, research, financial analysis and design development. We have participated in the Federal Home Loan Bank Affordable Housing Design (FHLB) competition to take advantage of the talented student labor pool in Boston. Through the FHLB competition, we developed preliminary design and financing plans for the development of Patriot Homes, as well as for 206 West Broadway and O'Connor Way Senior Housing.

**2. Rental Preservation and Development:** SBNDNC is experienced in the methods of financing affordable housing development. Past projects have utilized City, State and Federal sources to develop affordable housing. To implement the CIP, SBNDNC anticipates using its reserves and funds raised through the Community Investment Tax Credit to acquire occupied rental housing and/or vacant land for future projects. Other current and planned projects include:

- **Patriot Homes:** Construction was completed in November, 2016. This development includes 24 affordable rental units for veterans. SBNDNC and its partner, Caritas Communities, received designation from City of Boston to redevelop a former city-owned police station. The City also committed Inclusionary Development, Neighborhood Housing Trust, and Leading the Way funding. Support from the State included 4% Low Income Housing Tax Credits, HSF and AHTF.
- **206 West:** South Boston NDC and Caritas Communities received Tentative Designation to develop 16 studios and 1-bedroom units of workforce housing, affordable to households below 80% AMI. The project includes 2 homeless set-aside units and ground-floor commercial space for a cafe. The site is a City-owned vacant parcel on West Broadway, within 0.3 miles of the Broadway Red Line stop. The project has been approved for over \$3 million in City of Boston IDP and NHT funds generated by South Boston Waterfront projects. In addition, the City is currently addressing environmental remediation on this vacant lot because of contamination from a drycleaner previously

located on the site. The project will go out to bid in March, 2017 for a summer construction start.

- **O'Connor Way Senior Housing:** After an extensive public RFP process, SBNDC and Caritas Communities received tentative designation in September, 2015, from the Boston Housing Authority for a site adjacent to the Mary Ellen McCormack public housing development. This project will include 46 affordable one-bedrooms for seniors. We have received Zoning approval and funding approval from the Boston Planning and Development Agency for a portion of the necessary funding. We expect a 2018 construction start.

**3. Supportive Housing for Substance Abuse Treatment:** SBNDC owns a 2-family house at 16 Wendeller Street that could accommodate approximately 8 units. We are considering a potential use for women in recovery from addiction. Redevelopment of this site will likely require capital and operating subsidies from the city and state. We will work closely with the City to determine project feasibility. SBNDC has convened an advisory group of service providers, including the Gavin Foundation, a local addiction treatment program, to advise on the plan for this project.

## ***II. Economic Development Activities***

**Workforce Development Pilot Program:** As described in Section 4, SBNDC had planned to launch a pilot program to connect low income residents to jobs in the hospitality industry on the South Boston Waterfront. *This effort is on hold at this time, pending an assessment of current community needs and funding availability.*

**Small Business Assistance:** South Boston NDC has expanded its support of the South Boston Chamber of Commerce, providing staffing for Chamber initiatives, fiscal sponsorship and administrative support. *SBNDC received a grant from Eastern Bank to further increase small business support.*

## ***III. Asset building/Quality of Life Activities***

**Southie Trees and Community Gardens:** These programs are supported by grants from the South Boston Community Development Foundation, DCR and Loews Foundation.

**South Boston Farmers Market** is currently supported by the South Boston Community Development Foundation, and sponsorships from Tufts Medical Center, Eastern Banks and East Boston Savings Bank. We will continue to leverage funding for these programs through CITC donations.

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## **Section 9: History, Track Record, and Sustainable Development**

### ***I. History and Track Record of Past Practices***

Throughout its 30 year history, South Boston NDC has been dedicated to developing affordable housing for a broad range of residents, including the elderly, families, first time homebuyers and renters. SBNDC has a long track record of partnerships and collaborations with both non profit and for profit partners to achieve the 200 affordable housing units that have been created since its founding, and will continue that approach in order to achieve the goals of the Community

Investment Plan. South Boston NDC has and will continue to meet development standards that include: extensive community input into planning and design, construction standards sensitive to the environment and energy conservation, and improving the lives of low and moderate income residents, as demonstrated by the following projects:

- **Patriot Homes** - SBNDNC has completed a 24 unit apartment complex serving low income veterans. This development is state-funded with HSF, AHTF and other sources and has achieved LEED Silver certifiability.
- **Taylor's Market** - SBNDNC renovated a vacant historic site into seven affordable apartments and two commercial spaces. SBNDNC received assistance from the state-funded Housing Stabilization Fund and a loan from the Massachusetts Historical Commission to complete this development in the summer of 1997.
- **Father Martin Co-op** - SBNDNC developed 34 units of family limited equity co-op housing that the organization assembled from both city- and privately owned vacant parcels. This development was funded using Low Income Housing Tax Credits and other sources.
- **Castle Cove Senior Center** - This elderly apartment co-op was completed in partnership with Co-op Services in 1997 on the historic site of the Boston Beer Company. The development was funded by HUD Section 202.
- **First time homebuyer assistance** - SBNDNC has assisted first time homebuyers through its development of 51 affordable condominium units, as well as through the marketing of Inclusionary Development units.
- **Current housing portfolio** - SBNDNC currently owns and manages 72 apartments and two retail spaces in eleven separate buildings.
- **Taste of South Boston fundraiser** - SBNDNC holds an annual fundraiser that raises about \$25,000 per year. This has allowed the organization to develop relationships with over 50 restaurant owners in the 14 years the fundraiser has been held.
- **Retrofitting of properties** - Through Boston LISC's CDC Green Retrofit Initiative, SBNDNC received access to an "energy manager" who advised the organization about processes to green their portfolio. SBNDNC worked with the Low-Income Energy Affordability Network to complete an energy audit and to make energy-saving changes to the lighting systems in two of its properties that were eligible.

## ***II. Consistency with the Commonwealth's Sustainable Development Principles***

The CIP involves activities that incorporate stewardship of the natural and built environment, and is consistent with the Commonwealth's Sustainable Development Principles, as follows:

**Concentrate Development and Mix Uses:** Because South Boston is a dense neighborhood undergoing rapid development, SBNDNC's affordable housing construction involves **concentrated development** and requires efficiency and maximum utilization of space and existing infrastructure. The Patriot Homes project outlined in the CIP involved renovation of an historic former Boston Police Station and is LEED Silver certifiable, which supports SBNDNC's work of protecting historic sites. SBNDNC's work supporting Southie Trees and community gardens promotes green spaces and **mixed uses** that are pedestrian-friendly.

**Advance equity:** SBNDNC's mission of affordable housing and economic development will reduce income disparity and prevent displacement of low and moderate income residents in all the activities outlined in the CIP. Specifically, SBNDNC affordable housing development provides

opportunities for low and moderate residents to live in South Boston, despite rising real estate prices due to the rapid development occurring in the neighborhood.

**Make Efficient Decisions:** SBNDNC participates in City planning initiatives to ensure that development will address the needs of low income residents in perpetuity through deed restrictions.

**Protect land and Ecosystems:** Through SBNDNC's work with Southie Trees and community gardens, the organization has **protected land and ecosystems** by increasing green space and strengthening natural resources in South Boston. This has created more opportunities for education regarding the environment, food, and nutrition, as well as recreation and community building.

**Use Natural Resources Wisely:** The CIP includes real estate development activities such as the Patriot Homes project that is LEED Silver certifiable. This process promotes the **preservation of natural resources** through practices such as using recycled construction materials. In addition, the construction of LEED certified buildings **promotes clean energy** through increased energy efficiency and the reduction of greenhouse gas emissions.

**Expand Housing Opportunities:** Affordable housing development is the core mission of SBNDNC. The organization will **expand affordable housing opportunities** in South Boston that will meet the needs of low and moderate income households, as well as those in recovery from substance abuse. Providing more affordable housing options will help preserve the economic diversity of the neighborhood.

**Provide Transportation Choice:** While SBNDNC does not directly impact transportation planning or advocacy, it initiates development in a dense urban neighborhood with extensive public transportation access and considerable potential for transit oriented development. South Boston's proximity to various transportation nodes and infrastructure, including Logan airport, many miles of bike lanes, several bus lines, the MBTA Red Line and the Silver Line, and Interstates 90 and 93 **provide its residents with a range of transportation options**. In addition to developing housing in a neighborhood rich in transportation choices, the CIP's small business support encourages residents to utilize businesses within walking distance.

**Increase Job and Business Opportunities:** The small business support outlined in the CIP will **increase job and business opportunities** by strengthening small businesses who are local employers. The 206 West project includes affordable space for a local café to expand.

**Promote Clean Energy:** SBNDNC developments and its Southie Trees program reduce greenhouse gases and consumption of fossil fuels by employing innovative building technologies and planting trees.

**Plan Regionally:** As evidenced in Section 7 above, SBNDNC has ensured that the CIP aligns with and **supports established local, regional, and state plans**. SBNDNC determines its activities by their potential for community-wide benefits.